



# **The state of the parks market 2014; how is local government responding?**

Paul O'Brien, Chief Executive,  
APSE



# The road to 2020

A manifesto for the Ensuring Council



# What will local government look like in 2020?

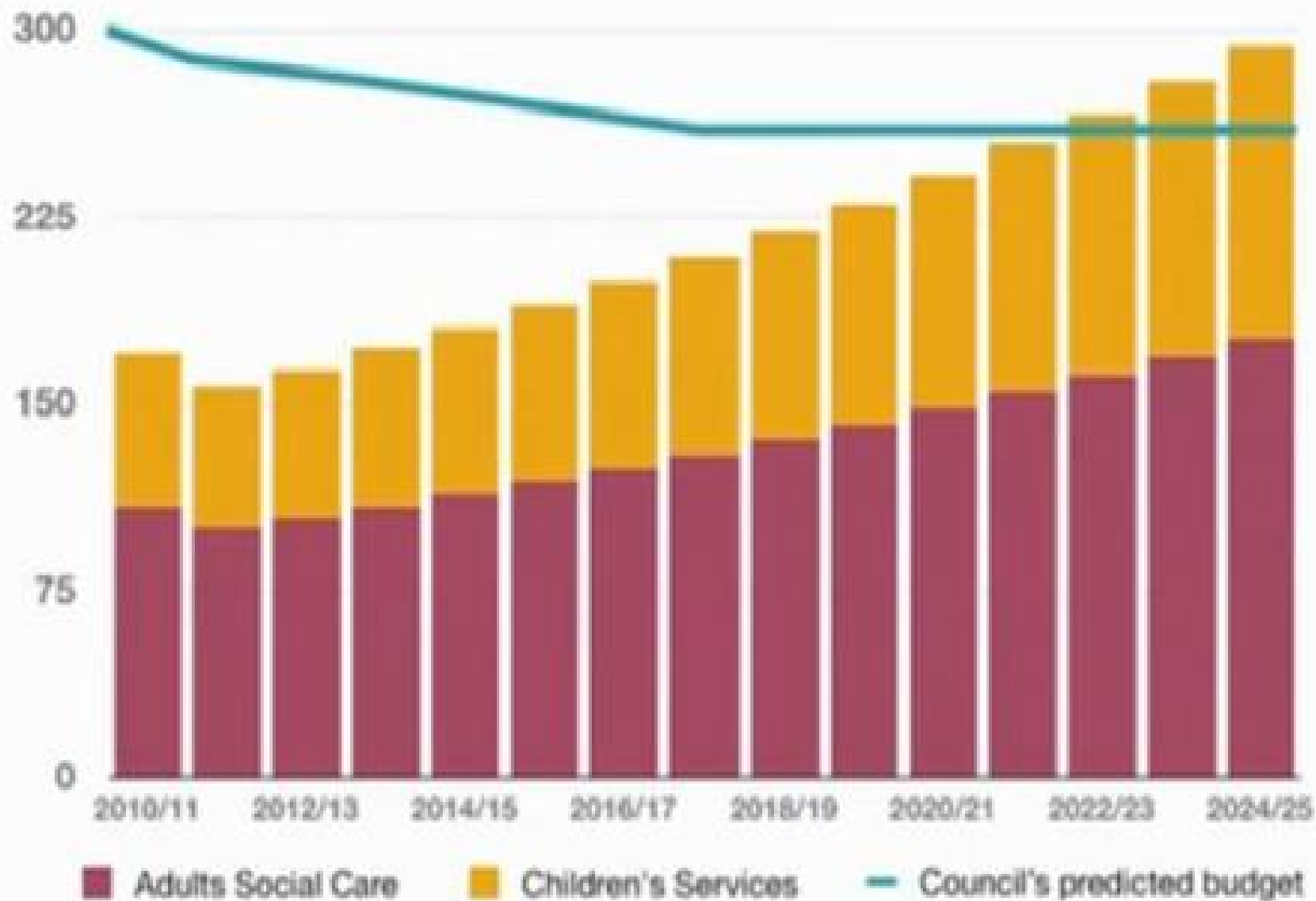


# Defining an Ensuring Council

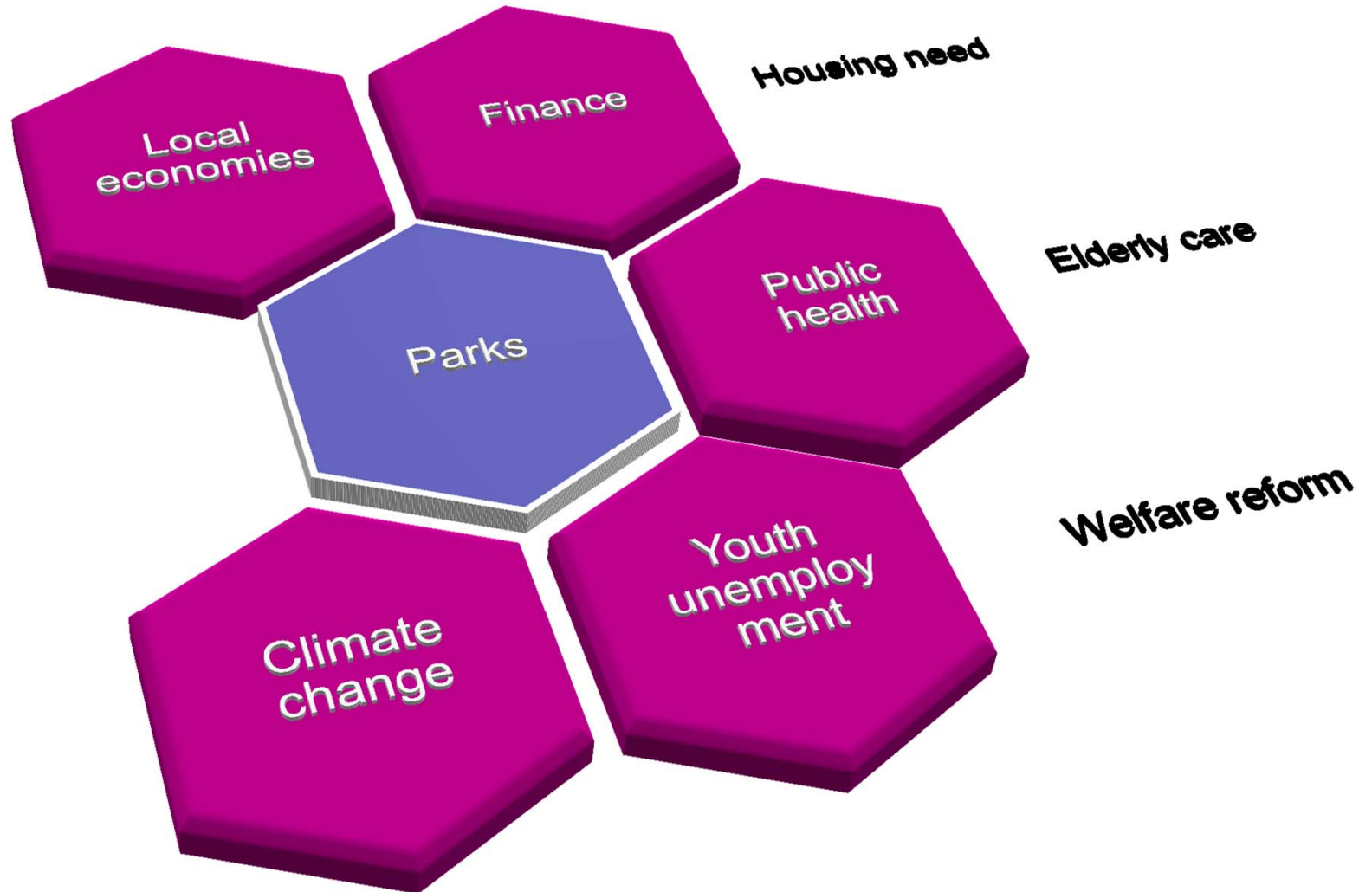


- Exercising stewardship
- Retaining core capacity
- Municipal entrepreneurship
- Collaboration not competition
- Primacy of politics
- Promoting social justice

# The 'Graph of Doom'



# Public policy challenges



# The challenges for parks



- The funding situation:
  - 76% think that funding will decrease by over 5% in the next 5 years
  - Over 24% think that it will decrease by more than 20%.
- Demand is increasing
  - 56% said visitor numbers to formal parks during the past year has increased and 42% said this had stayed the same.



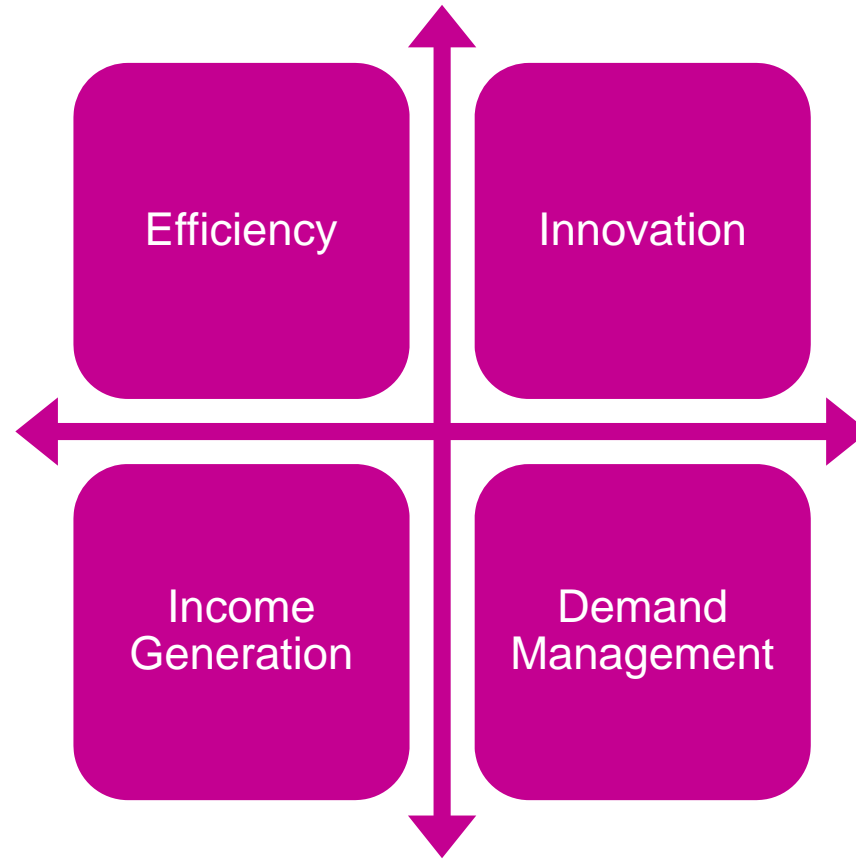
# **Financial Armageddon or Managed Transformation?**

*Where next for local government's  
front line?*





# The pillars of excellence



# Efficiency



- Reduction in staff, seasonal workforce and the number of site based staff and reduction in hours and overtime
- Diversification of staff roles and use of mobile teams
- Increase in training of staff to undertake specialist tasks
- Reductions in maintenance frequency and use of sustainable planting
- Reduction in work and specifications e.g. bedding displays
- Redesigning spaces
- Removal of fixed play equipment
- Review of plant, vehicles and equipment
- Review of use of buildings and energy efficiency
- Reductions in materials e.g. fertilizers, seeds, etc
- Improving security and health and safety within parks (invest to save)
- Self-management of sites by clubs e.g. bowls clubs
- Alternative service delivery models and shared services/merging services

# Where the costs are...



Cost	Proportion of total
Staff	57%
Vehicles	13%
Central establishment charges	8%
Subcontracting	3%
Equipment and machinery	3%
Departmental admin.	2%
Other non-employee costs	14%

# Income generation

- Sports pitch lettings (91%)
- Allotments (70%)
- Festivals/concerts/events (68%)
- Cafes in parks (66%)
- Bowling greens (64%)
- Ice cream vans/mobile caterers (60%)
- Fairgrounds (58%)
- Renting buildings and land (49%)
- Sponsorship (43%)
- Tennis courts (42%)
- Boot camps (32%)
- Mini golf (28%)
- Golf course green fees (26%)
- Sale of land (26%)



# Municipal entrepreneurship



# Municipal Entrepreneurship



- West Lindsey – the entrepreneurial council
- Tayside Contracts – shared services
- Wrexham – renewable energy
- Shropshire – shire services trading
- Hertsmere – Elstree studios
- Hull – Kingstown works limited
- Swansea – service redesign

# Innovation



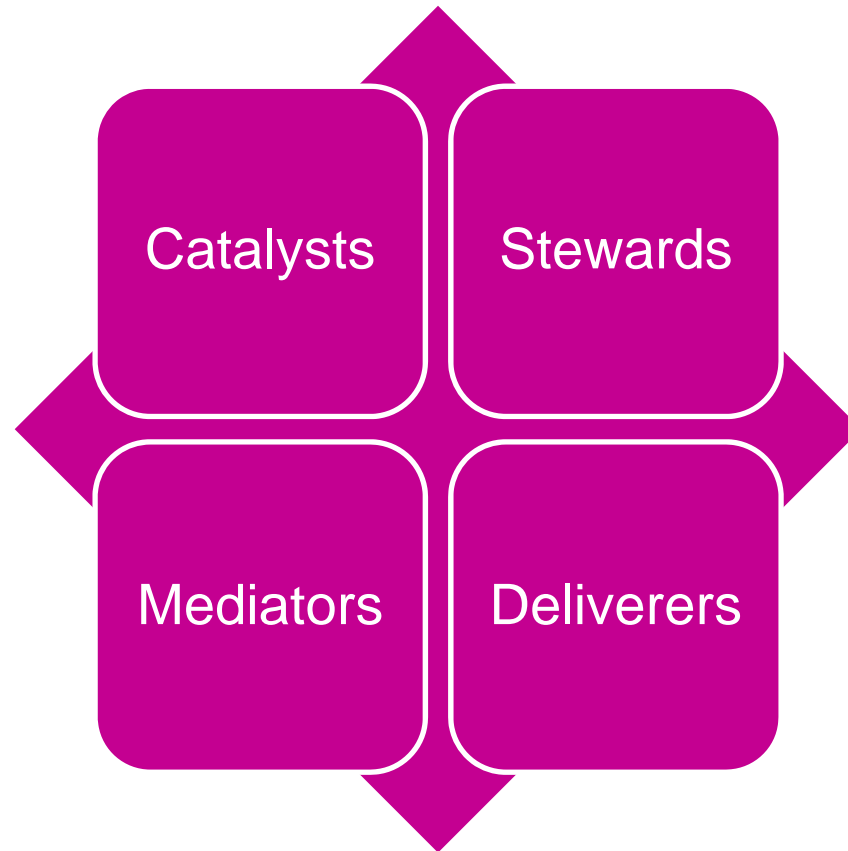
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## Innovation on the frontline:

How engagement with the local government workforce can improve service delivery in austere times

An illustration on a light green background. At the top, a white thought cloud contains a glowing yellow lightbulb with radiating lines. Below the cloud, a series of white circles of varying sizes lead down to a row of eight colorful stick figures (yellow, green, pink, blue, yellow, green, pink, blue) representing a diverse workforce.

# Who are the public entrepreneurs and innovators?





# Demand management



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## Where from?

- Customers: regular visitors, dog walkers, members of sports clubs/activities, festival attendees, café in parks users, education centre visitors, etc.
- Friends of parks groups
- Local people who complain
- Local people who don't complain
- Local politicians
- Government

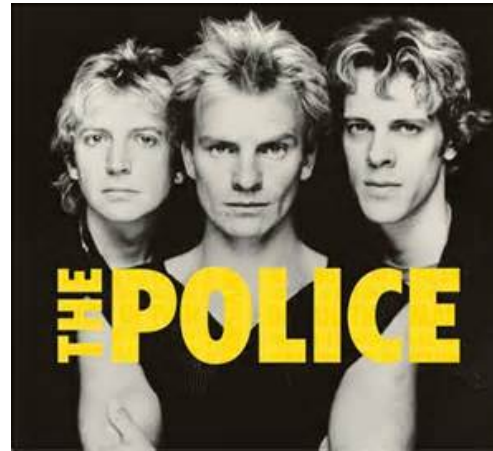
## Purpose

- Health benefits e.g. outdoor gym, sports pitches, boot camps
- Social benefits e.g. cafes
- Activities/education for young people
- Generate income e.g. events, weddings
- Contribution to economic well-being of an area

## Managing demand

- Friends of parks to share maintenance
- Roping the users in
- Channels of engagement – facebook , texts etc
- Reducing demand on other services

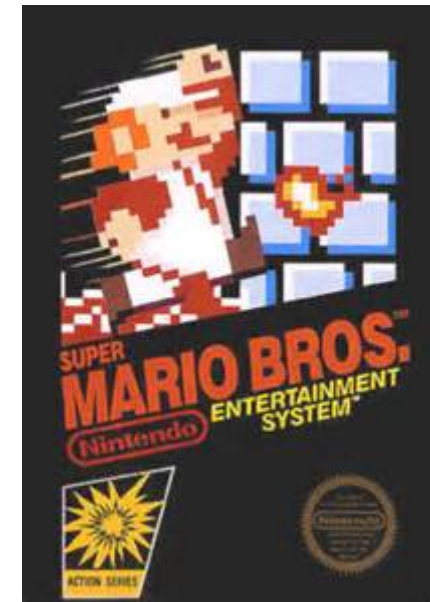
I ♥ 80s



## Beyond Enabling



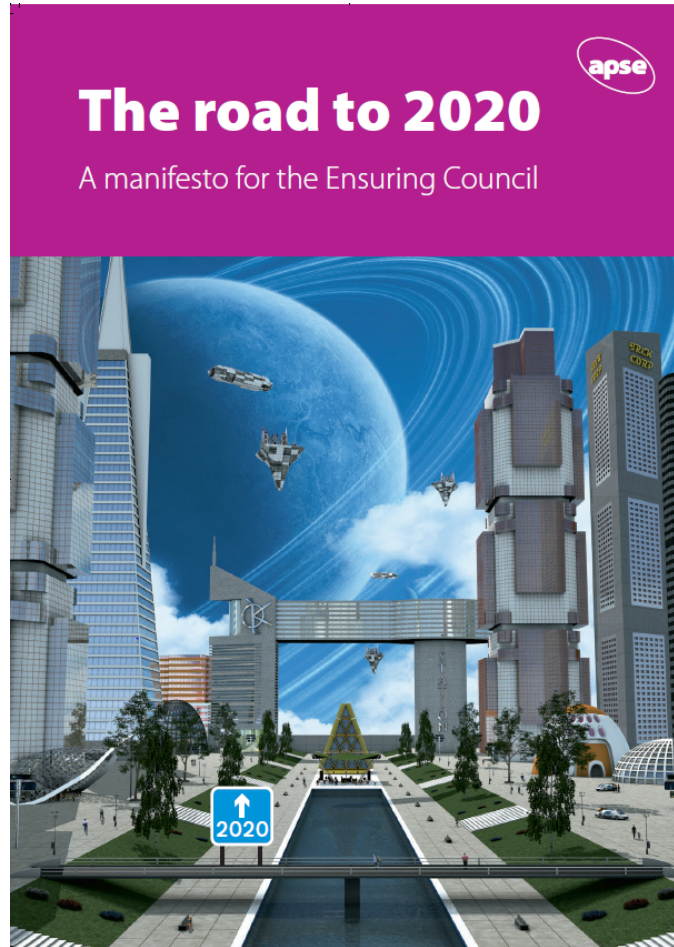
[www.apse.org.uk](http://www.apse.org.uk)



# Principles of the Ensuring Council



Principles	What does this mean in practice?
Stewardship	Ensuring the social, economic and environmental well-being of the local area
Core capacity	Maintaining advantages of in-house services to meet local needs
Municipal entrepreneurship	Opportunities for innovation and income generation
Collaboration	Working with other providers on a collaborative basis rather than through competition
Politics	Grounding local decision making in political accountability
Social justice	Meeting the needs of the community



**LOCAL SERVICES**

**LOCAL SOLUTIONS**



# Contact details

**Paul O'Brien, Chief Executive**

**Email: [po'brien@apse.org.uk](mailto:po'brien@apse.org.uk)**

**Twitter: [@apsetweets](https://twitter.com/apsetweets)**

**Association for Public Service Excellence**

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,  
Old Trafford, Manchester M32 0FP.

**telephone: 0161 772 1810**

**fax: 0161 772 1811**

**web: [www.apse.org.uk](http://www.apse.org.uk)**



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